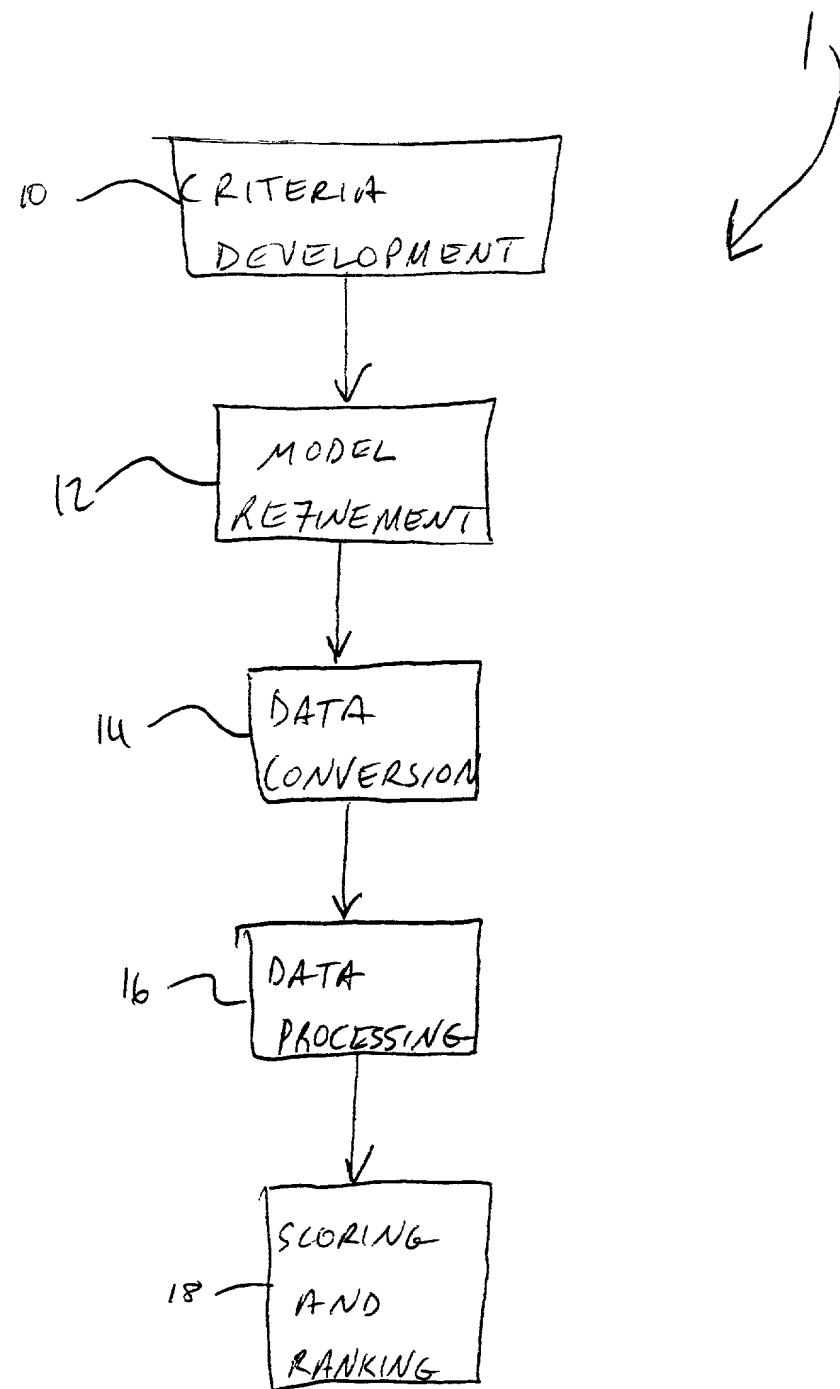
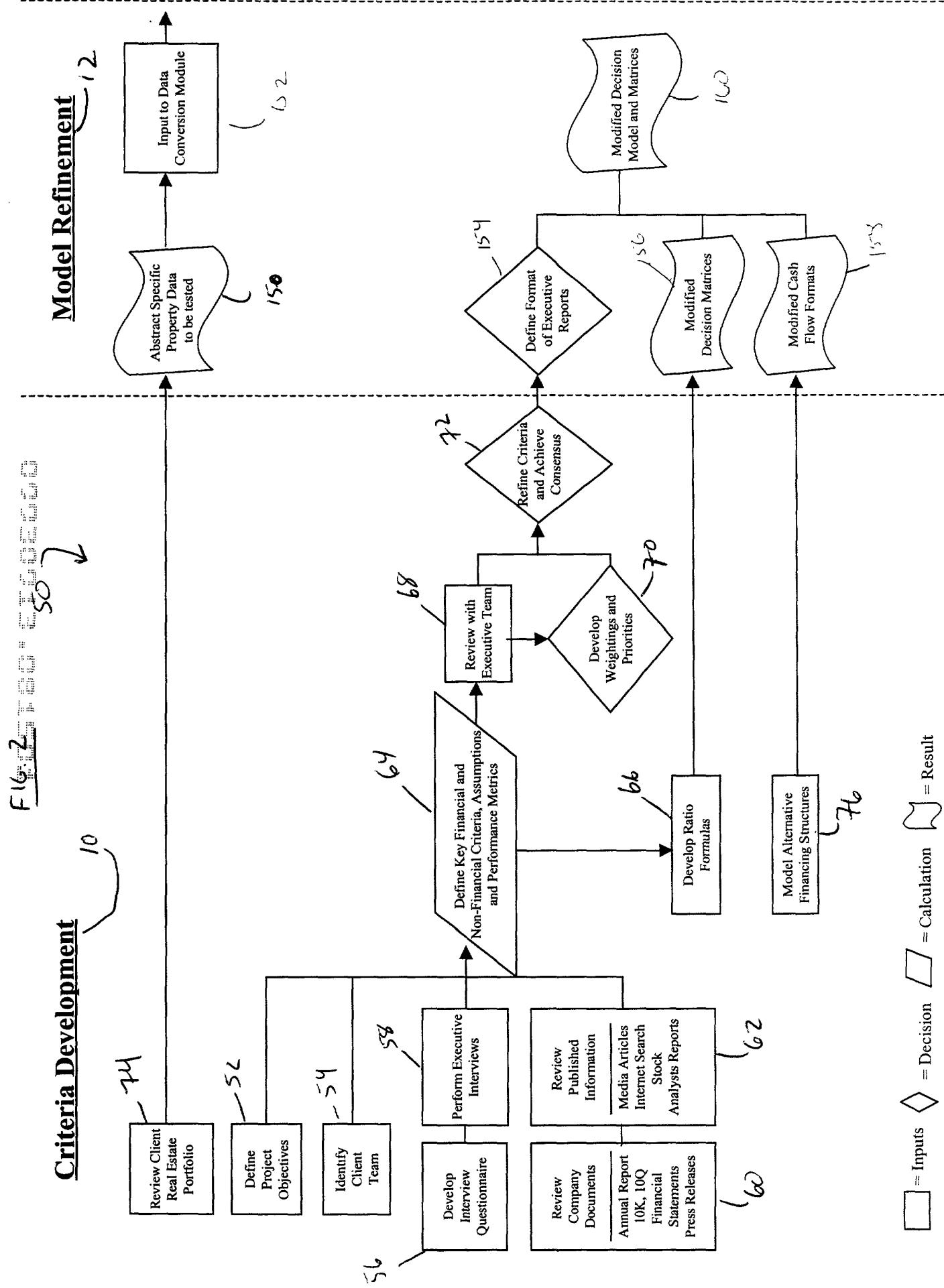
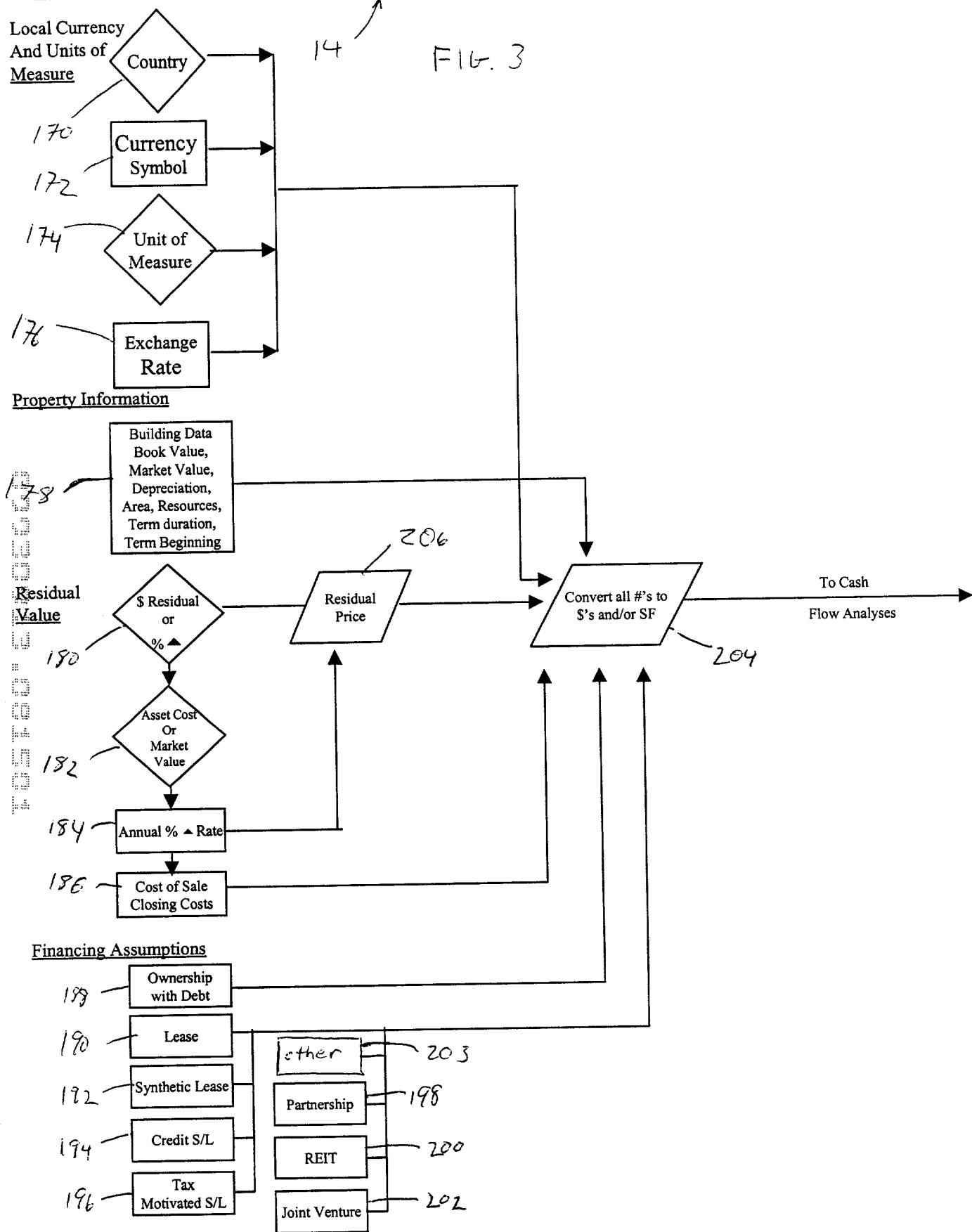


FIG 1

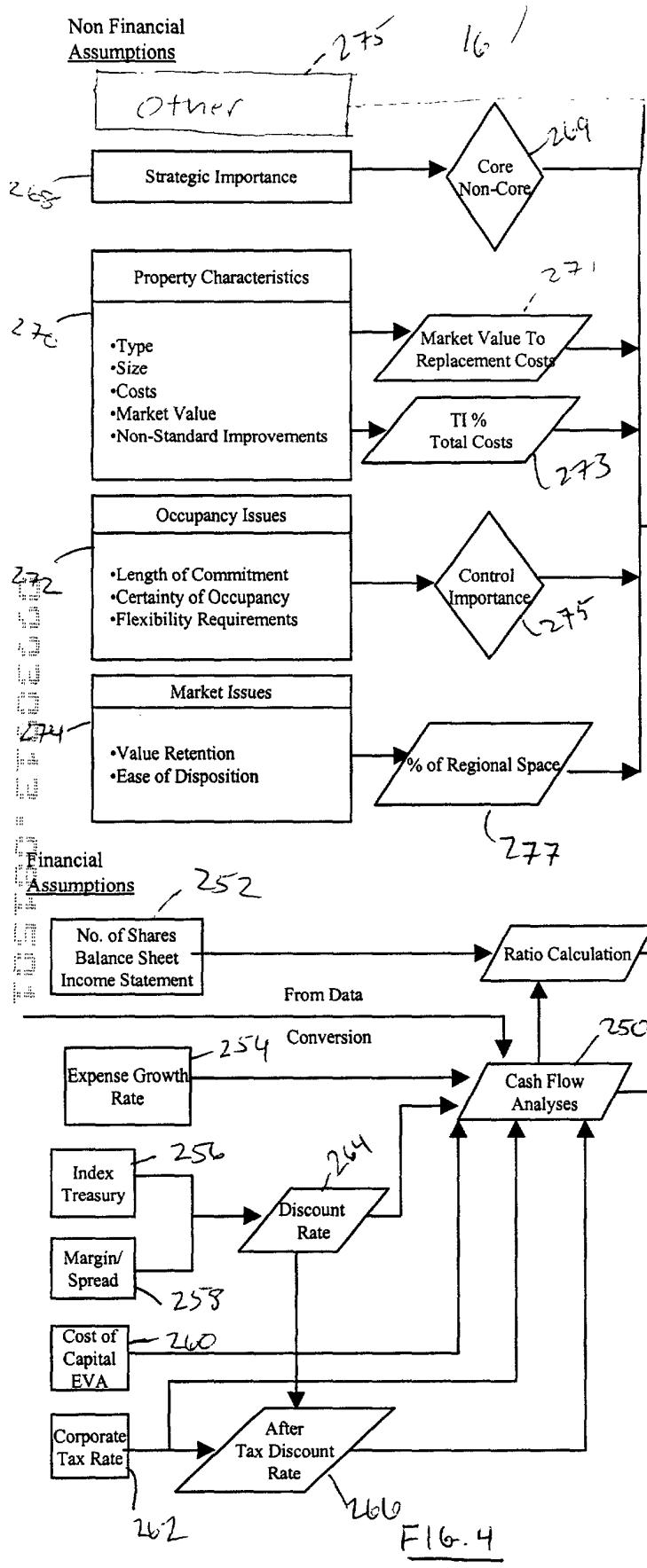




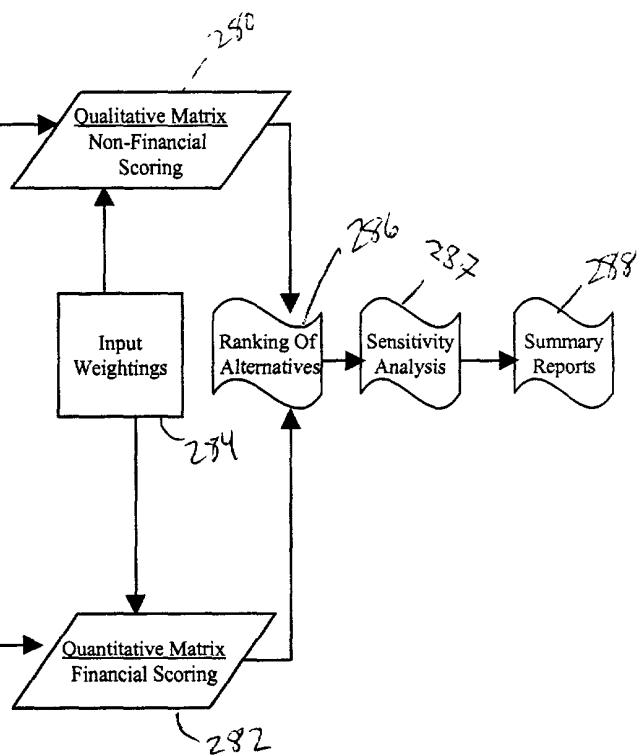
Decision Model – Data Conversion



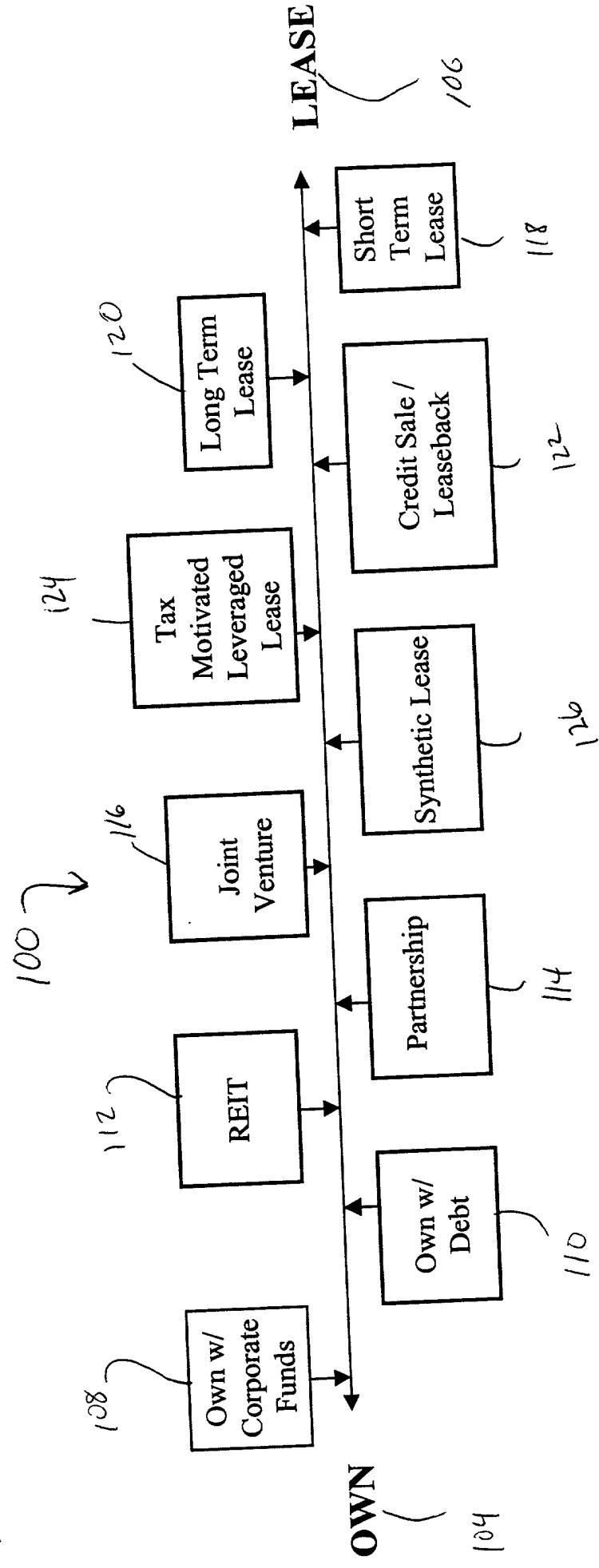
Decision Model – Data Processing



Scoring and Ranking



F16.5



Scoring Matrix – Quantitative Factors

Base Model: "New Acquisition"

Real Estate Solution - Lease vs. Buy Analysis

Scoring Matrix - Financial

	Weighting	Ownership - Debt			Synthetic Lease			Lease		
		Score	Wtd Score	Score	Wtd Score	Score	Wtd Score	Score	Wtd Score	Score
Financial										
1. Net Present Value after Tax	50%	3	1.50	2	1.00	1	0.50			
2. Economic Value Added (EVA)	10%	3	0.30	2	0.20	1	0.10			
3. Balance Sheet Impact:										
Total Debt to Capital		1		1		2		2		
Capital Requirement		1		0.05		0.15		0.08		
Average / Weighted Average		1		0.05		0.15		0.08		
4. P&L Cost Impact:										
1st Year Impact on Earnings (Loss) from Continuing Operations		2		3		1		1		
12 Year Cumulative Impact on Earnings (Loss) from Continuing Operations		3		2		1		1		
Average / Weighted Average		2.5		0.38		2.5		0.38		
5. Credit Risk:										
EBIT Interest Coverage		3		2		2		1		
EBITDA Interest Coverage		3		2		2		1		
Free Cash Flows to Total Debt		3		2		1		1		
Funds from Operations to Total Debt		3		0.45		2		0.30		
Average / Weighted Average		3		0.45		2		0.30		
6. Profitability Ratios:										
Diluted EPS from Cont. Oper.		2		3		2		1		
Operating Profit/Net Sales		3		3		3		1		
Return on Assets		2		2		3		1		
Return on Equity		2		2		3		1		
Return on Total Capital		2		2		3		1		
Average / Weighted Average		2.2		0.11		2.3		0.11		
Totals	1.77%		2.79		2.09		1.03			

Scoring Matrix – Qualitative Factors [Raw Scores]

Base Model: "New Acquisition"
Real Estate Solution - Lease vs. Buy Analysis
Non-Financial Input

Criteria	Determinant	Lease			Synthetic Lease			Core Lease		
		Score	Core	Non-Core	Score	Core	Non-Core	Score	Core	Non-Core
7 Strategic Importance:	Degree Critical to Business	Score	Core	Non-Core	Score	Core	Non-Core	Score	Core	Non-Core
8 Property Characteristics										
Facility Size	Square Feet	Large	Small	Medium	Large	Small	Medium	Large	Small	Medium
Replacement Cost	Total Replacement Cost	Medium	Low	Medium	Medium	Low	Medium	Medium	Low	Medium
Degree Entity Specific	TIs % of Bldg Cost	20% - 50%	>20%	20%	20%	10%	20%	20%	10%	20%
	Market Value / Replace Cost	>100%	100%	75%	100%	75%	100%	100%	75%	100%
9 Occupancy Issues:	Market Value / Replace Cost	10>	10	5	10	5	10	10	5	10
Length of Commitment	Term in Year	Medium	Low	Medium	Medium	Low	Medium	Medium	Low	Medium
Certainty of Occupancy	Level of Certainty	Medium	Low	Medium	Medium	Low	Medium	Medium	Low	Medium
Flexibility:	Level of Importance	< Important	Not Critical	Important	Not Critical	Important	Not Critical	Important	Not Critical	Important
10 Market Issues:	Market Conformance	High	High	Medium	High	Medium	High	High	Medium	High
Liquidity:	Size of Market	Primary	Primary	Secondary	Primary	Secondary	Primary	Primary	Secondary	Primary
Value Retention:	Quality of Market	Equilibrium	Surplus	Deficit	Equilibrium	Surplus	Deficit	Equilibrium	Surplus	Deficit
Ease of Disposition:	Rent/Value Trends	Up	Up	Up	Up	Up	Up	Up	Up	Up
Entity % of Region		<50%	50% - 60%	60% - 80%	<50%	50% - 60%	60% - 80%	<50%	50% - 60%	60% - 80%
	Total Score		28	30	30	28	30	30	28	30

Scoring Matrix – Qualitative Factors [Weighted Scores]

Base Model: "New Acquisition"

Real Estate Solution - Lease vs. Buy Analysis

Scoring Matrix - Non Financial

Criteria	Weighting	Ownership - Debt			Synthetic Lease			Lease		
		Score	Wtd Score	Score	Wtd Score	Score	Wtd Score	Score	Wtd Score	Score
Non-Financial										
7. Strategic Importance	15.0%	3	0.45	3	0.45	3	0.45	1	0.15	
8. Property Characteristics										
Facility Size		3		3		3		1		
Replacement Cost		2		2		2		2		
Degree of Specificity		2		2		2		2		
Market Value/Book Value		1		3		3		3		
Average / Weighted Average	23.0%	2.0	0.46	2.5	0.58	2.0	0.58	1.7	0.46	
9. Occupancy Issues:										
Length of Commitment		3		1		1		1		
Certainty of Occupancy		2		2		2		2		
Flexibility:										
Control of Environment		2		2		2		2		
Average / Weighted Average	30.0%	2.3	0.70	1.7	0.50	1.7	0.50	1.7	0.50	
10. Market Issues:										
Liquidity:										
Value Retention:										
Market Conformance										
Ease of Disposition:										
Size of Market										
Quality of Market										
Rent/Value Trends										
Officer's % of Region										
Average / Weighted Average	32.0%	2	0.32	2.4	0.77	2.1	0.77	2.1	0.77	
Totals			100.0%		2.25		2.29		1.88	

Scoring Matrix - Combined

Base Model: "New Acquisition"
Real Estate Solution - Lease vs. Buy Analysis
Scoring Matrix - Combined (Financial and Non-Financial Totals)

	Ownership - Debt			Synthetic Lease			Lease		
	Rank	Wtd Score	Rank	Wtd Score	Rank	Wtd Score	Rank	Wtd Score	Rank
Financial Scoring Totals	3	2.79	2	2.09	1	1.03			
Non-Financial Scoring Totals	2	2.25	3	2.29	1	1.88			

Financial Scoring Rank (3+Highest, 1+Lowest)

- 3 Ownership - Debt
- 2 Synthetic Lease
- 1 Lease

Non-Financial Scoring Rank (3+Highest, 1+Lowest)

- 3 Synthetic Lease
- 2 Ownership - Debt
- 1 Lease